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### The Ohio State University Wexner Medical Center Strategic Analysis

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# The Ohio State University Wexner Medical Center Strategic Analysis



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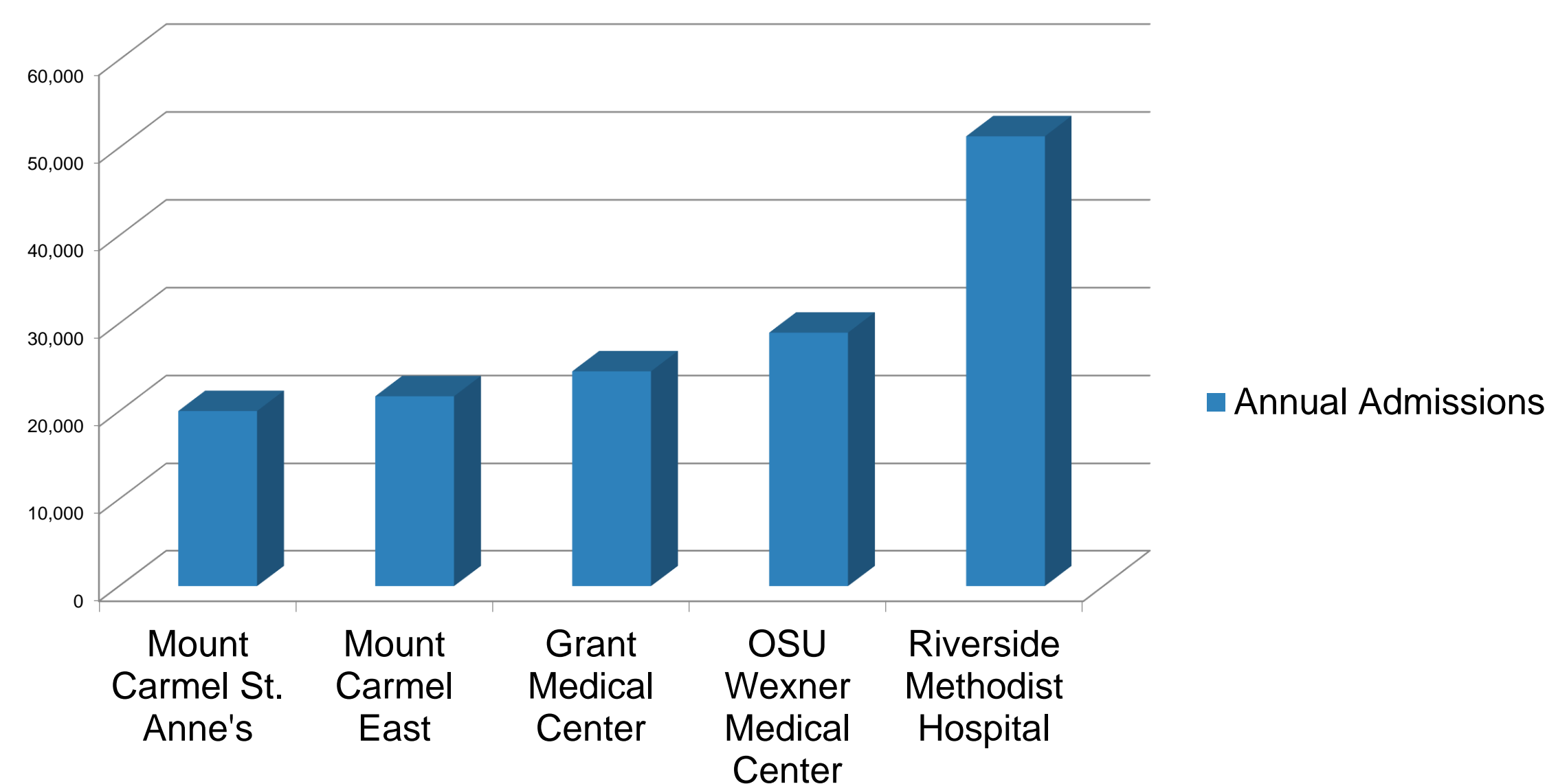
## Introduction

- The Ohio State University Health System is a network of hospitals, outpatient clinics, and specialty centers located in Columbus, Ohio.
- This system is comprised of: The Wexner Medical Center, University Hospital East, OSU Harding Hospital, Richard M. Ross Heart Hospital, Dodd Hall Rehabilitation Services, Arthur G. James Cancer Hospital, Martha Morehouse Medical Plaza, and the OSU Primary Care Network
- This health system accommodates more than 50,000 inpatients and more than 1 Million patient visits every year (Ohio State University, 2014)

## Competitive Analysis

- OhioHealth is jointly owned by both OhioHealth Corporation and The Medical Group of Ohio IPA.
- This faith-based health system contracts more than 2,000 physicians in 17 hospitals and 20 surgical centers.
- Facilities are located throughout a 40-county area and offer services in bone, muscles and joints, women's health, brain & spine, breast health, cancer care, heart & vascular, maternity, rehabilitation, sports medicine, and weight management (OhioHealth, 2014)
- The Mount Carmel health system is the second-largest healthcare system in central Ohio after OhioHealth.
- Mount Carmel operates four hospitals and two urgent care facilities and employs over 8,000 individuals, of which 1,500 are physicians.
- Mount Carmel offers services in cancer care, heart & vascular, maternity, neuroscience, orthopedics, and women's health.
- Mount Carmel also operates Columbus CyberKnife, a facility that specializes in treating cancer patients through the use of stereotactic body radiation (Mount Carmel Health, 2014)

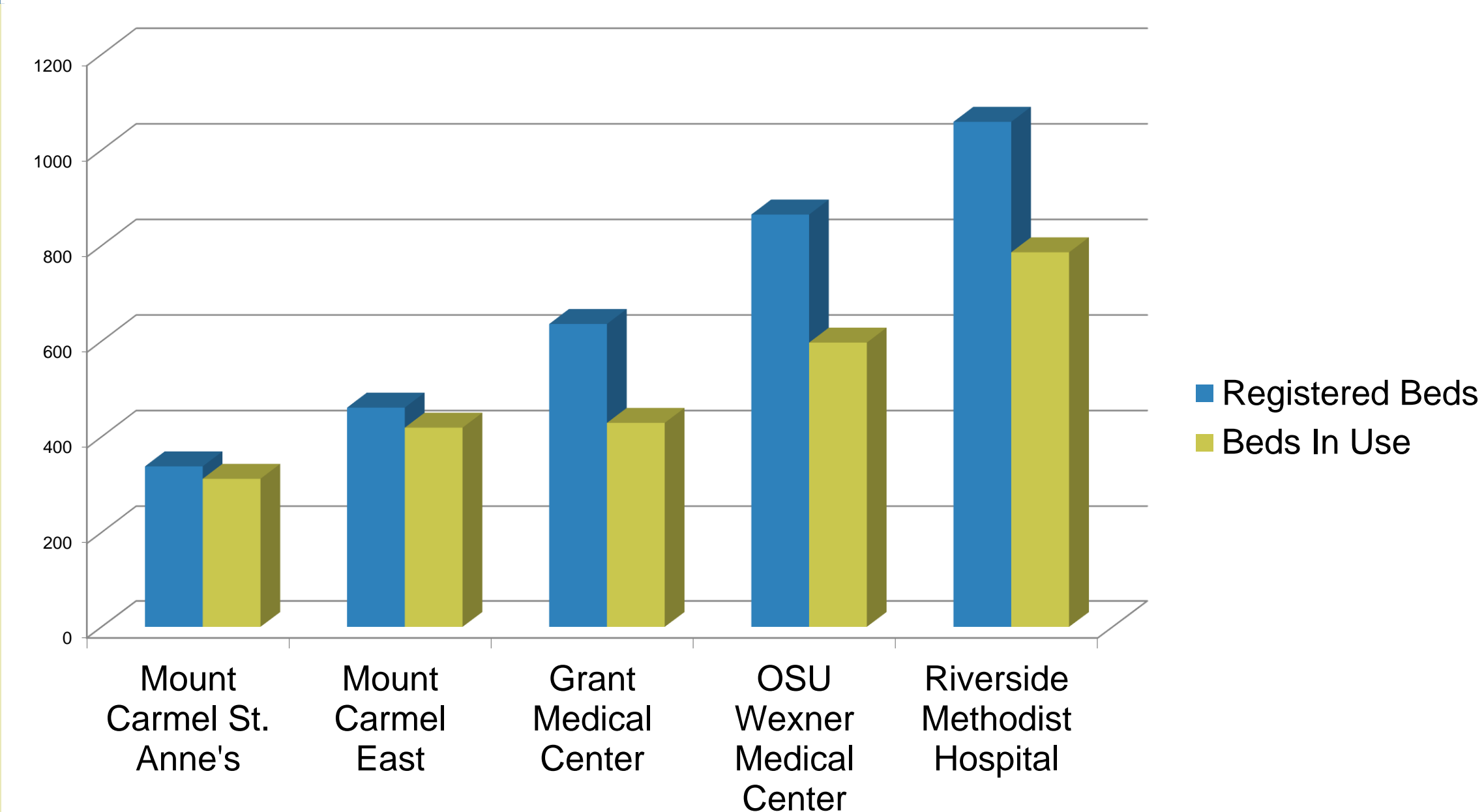
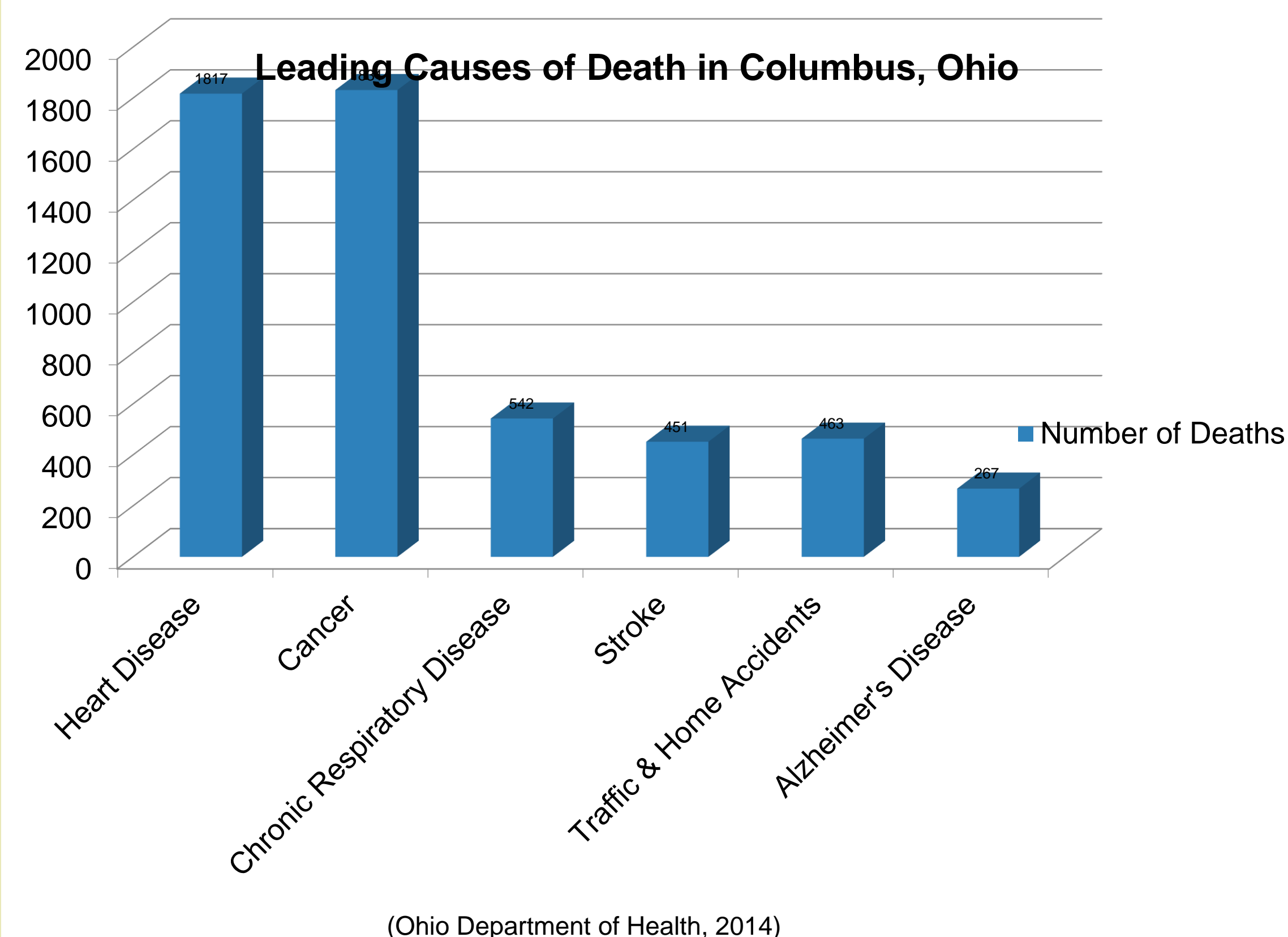
Patient Admissions



(Newpoff, 2013)

## Environmental Assessment

- The Combined Statistical Area of Columbus has a population of over 2.3 Million residents.
- The city's racial makeup is 61.5% White, 28.0% African American, 5.6% Hispanic, and 4.1% Asian (City-Data, 2012)
- The average age of a person living in central Ohio is 31.2 years. 23% of residents are under 18 years of age, and 8.6% of the population is over 65.
- The median household income was \$37,897 in 2012, and the average income for a family was \$47,391. Approximately 15% of the population lives below the poverty line, and 8.5% of the residents are unemployed (American FactFinder, 2010).



(Newpoff, 2013)

## Strategic Planning

- Telemedicine provides clinical health care from a distance using telecommunication and information technology. Telemedicine eliminates distance barriers and provides an opportunity to branch out into rural communities. Offering internships to OSU students in the departments of communication and medicine to develop revolutionary ideas on how to incorporate telemedicine in the hospital (Hjelm, 2005).
- Adapting an organization to withstand current and future markets may require eliminating services or products to cut financial losses or to make room for development in other areas. Consolidating services to a single location can increase efficiency and reduce overhead costs significantly. Both of the full service hospitals operate laboratories that conduct microbiology and hematology testing on patient samples. Reducing this overlap by transporting specimens from one hospital to the other will eliminate the need for excess equipment and the associated materials. Any tests performed that do not yield immediate results should be evaluated for potential consolidation with another laboratory.
- Ohio State's ProjectONE is in the process of expanding the medical center on the university's campus. These new facilities will bring more space and more processes that should have their potential maximized. In order to assist with this, managers can implement Six Sigma and LEAN thinking into designing layouts and workflows that minimize errors and increase efficiency. LEAN concepts result in the elimination of waste caused by defects, overproduction, waiting, non-utilized talent, transportation, inventory, motion, and extra-processing. Eliminating waste at this crucial stage in a hospital's development can prevent potentially devastating financial errors (Skalle, 2013).
- Developing internal ventures, such as a facility devoted to wellness and prevention will place OSUWMC ahead of the curve in these vital areas. One of goals of the PPACA is to transition the American health care system from one of treatment to prevention. Insurance companies must now cover the costs of preventive medicine, which opens up this market for major growth opportunities. An added benefit of such a facility is that the number of patients experiencing complications from preventable diseases would be expected to decrease. Transitioning the patient base to prevention and wellness will mean a reduction in costly medical treatments and an increase in the quality of life.

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